



## WEATHER FORECAST

(PAGASA) Weather units and forecast are expected mostly cloudy skies and scattered showers or light rain. The rest of the country will have mostly cloudy to partly cloudy conditions with scattered showers or light rain.

Source: Philippine Atmospheric, Geophysical and Astronomical Services Administration

# Second FRONT PAGE

Nation's top headlines. Inquire: [news@inquirer.com](mailto:news@inquirer.com) or 237 (Skid) or 233 (Land)

| Manila     | Quezon City | Subic Bay  | San Francisco | San Jose   | San Juan   |
|------------|-------------|------------|---------------|------------|------------|
| Cloudy     | Cloudy      | Cloudy     | Cloudy        | Cloudy     | Cloudy     |
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# Somali rebels holding 12 Pinoys hostage

By Lito B. Sotomayor

SOMALI soldiers are preparing to attack rebels holding Filipinos, Taiwanese and other Asian fishermen in the African nation after they threatened to kill one hostage each day if ransom was not paid, a Taiwan newspaper reported yesterday.

Business in the harbor of Mogadishu in Somalia here from holding 16 fishermen and their three fishing boats since Aug. 15 and have threatened to kill one of them each day if ransom was not paid, a Taiwan newspaper reported yesterday.

Only seven of the 12 Filipino sailors and three Taiwanese were properly documented, according to Labor Inspector Ramon B. Tirona.

Ins. Tirona identified the two Taiwanese fishermen as Nor Santos, who was deployed in 1999, and

Josef Tirona, who was deployed in 2000. They were deployed by the High Eagle International Fisheries Agency.

Sis. Tirona identified the 10 other seafarers as Jimmy Gomez, Willy Nolas, Michael Marabiano, Atencio Aguirre, Agustin Vilas, Juan Ramirez, Eduardo Rodriguez, Prince Galano, Rodolfo Espinoza and Irwin Marabiano.

She and the Philippine Overseas Employment Administration did not have data on them.

"It is highly possible they left without POEA approval contracts and joined piracy where a

visa is not required. Most ships carry not being long," Sis. Tirona said in a text message.

Tirona had asked for assistance from the Philippine government to help in locating the prisoners, and talked to the fishermen's families to see if they were willing to pay ransom for their return.

The Global Times quoted unidentified negotiators as saying that the fishermen had been deployed to Somalia in preparation for an attack on the capital, Mogadishu, because they were seen as a back-up, the newspaper said.

But the hostage takers—reported to be an anti-government

rebels—were seeking ransom, another prize and other weapons abroad. The fishing vessels were supposed to be used to transport weapons to the rebels, the newspaper reported.

"The situation has been given to the rebels and promises to be a very serious human rights," the newspaper reported.

The Philippines' Department of Foreign Affairs said it was in contact with the rebels and was trying to negotiate with them.

The Somali government threatened to release one of the hostages a day if the ransom was not paid by the next morning. But so far, the new members have not been released, the ministry said.

The hostages include three Taiwanese fishermen and 12 other Asian seafarers from Indonesia, China and Myanmar. Piracy along the international maritime routes has been a major problem in the region since the 1990s. A UN report said that piracy in the region has been a major problem since the 1990s.

## Gov't must act to stop bigger crisis, say eng'rs

By Raulito G. Lujan  
PHI Staff Writer, Manila

MANILA (UPI)—A group of electrical engineers yesterday warned that the power supply crisis being experienced in the country could worsen if government officials do not act soon.

In a statement, the Integrated Institute of Electrical Engineers (IIEE) said an assessment of electrical engineers, urged the Department of Energy to look into the power supply requirements of the country for the next three to five years.

At present, the IIEE noted, no firm plan has been developed for power generation, leaving the country in a precarious state.

In a statement, the government said it was aware it would be too costly to put up power generation facilities by the time the power supply crisis becomes a bigger one.

At present, the country has a 2,000-megawatt power capacity.

The IIEE warned that this would decline to 1,500 MW by next year and further slide to 1,000 MW by 2010. By 2010, there would be a deficit of 500 MW and by 2015, the deficit would hit 2,000 MW, the association said.

IIEE officials led by former Energy Secretary Francisco Reyes have launched an advisory campaign to help the government look for possible solutions to the problem.

Some 100 electrical engineers met at Candelaria Hotel in Lungsod City yesterday to discuss where they launched the campaign in the third region, according to engineer Eusebio Delgado, IIEE regional president.

Among IIEE proposals included the operation of industrial power facilities, building of new power generation capacities, improvement of power line network and implementation of efficient energy management.

IIEE also urged the various power utilities to ensure more efficient operation to minimize system losses while the public must avoid the wasteful use of electricity.

It said the government had barely enough time to start looking for solutions to this crisis and it required a huge investment to put measures in place.

It takes an average of 3 to 5 years to construct a power facility, it added.

The IIEE said the country might experience a much worse situation than it realized the last time, part of the 1980s in the early part of the 1990s.

## Gunmen wound Surigao newsman

MANILA (UPI)—Gunmen shot and wounded a newsman in Surigao City yesterday night, leaving him in the hospital overnight.

Rafael Maras, communications Bay Region, 45, was walking home after taking part in a boxing tournament in Surigao City yesterday when he was shot, who was in a motorcycle, fired three shots at him.

The first shot missed but the second and third shots hit his chest, his arm and head.

Maras was brought to the Surigao General Hospital by a friend, who was in a motorcycle.

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# GMA 'hostage' of Manila Hotel, Piatco deal, says taipans' lawyer

By Charles S. Becker

THE PHILIPPINE International Air Terminal Co., Inc. (PIATCO), now controlled by Emilio Yap's Manila Hotel Corp., is holding President Arroyo's baggage a hostage for Asia's Emerging Drug money, says a lawyer.

Former Senator and his change Commissioner Andrew Tison, now a lawyer for AADC, said Piatco and the new owner Manila Hotel were "hostage-taking" the President as the government would allow them to operate the controversial Ninoy Aquino International Airport Terminal 3.

He said the entry of Manila Hotel into Piatco was linked to the ongoing impeachment case against the President.

"These [Clay] threatened to continue an effort using the loyalty of President Arroyo and officials of her government had seemed to allow him Piatco if Manila Hotel doesn't get the government to allow a 50-50 joint airport facility," said Tison in a statement.

Mr. Arroyo is being made a hostage, according to Tison, and

the reason is in the form of an executive agreement by granting Piatco the rights to operate NIA 3. Tison said Manila Hotel had no money to finance the \$200 million purchase of Piatco's stake in Piatco. Manila Hotel bought Piatco's 49 percent stake in Piatco for \$200 million and the additional 20 percent stake of Light Corp. and US Airport Development Corp. for \$20 million.

## 'Outright blackmail'

But Tison said the agreement was a "direct or not an outright blackmail" since no payment had been made in Piatco. He suggested that the payment would be made once Piatco registered the contract to operate NIA 3.

"The Chairman of Piatco will stop everything to get a reversal of the Supreme Court decision nullifying the contract. They lose the legal battle as they are now trying to use political maneuvering to regain their lost right operating via alleged impeachment case under their gloves at the expense of the presidency," said Tison.

The AADC is now asserting its rights to operate NIA 3.

Put up by the country's ex-president before during the Aquino administration, AADC made an unconditional offer to build and operate NIA 3 but in legal case dragged after it failed to reach the office of the Piatco executives.

In 2001, however, the Supreme Court nullified the government's deal with Piatco. And in December 2004, the Arroyo administration took over the mothballed airport facility, hoping to operate it in June and then in December.

## Friends again?

Tison said the new contract AADC and the former airport had given up on the project. Tison and Yap had not been on good terms for a long time although lately anecdotal evidence suggested they had patched things up.

"The reported Piatco-Manila Hotel Corp. report deal was a mere fiction," Tison said in the past. He said the deal was a mere fiction to get the President's attention.

Tison's legal counsel Linagway Vicente-Chia is also the lawyer of Michaelangelo Tison, a former Malabonite operator, who told a

lawyer hearing that he witnessed former Lito-Myra Lito Piatco of Pampanga distribute money to election officials during a dinner in Lito's Arroyo's residence in La Villa, Quezon City, in the presence of the President.

While not directly connected to Piatco, another presidential lawyer, Frank Chavez, had been working with Chia, according to Tison.

## 'Jacking' witnesses

Chavez, a former soldier general, is the counsel of Senator Tison, a witness who testified that the delinquent "jacking" money in Pampanga Bay, Willy Arroyo and his uncle, Arroyo Rep. (Spa) Arroyo.

According to Tison, the testimony of the two witnesses could spell the downfall to the impeachment hearing.

"Chia and Chavez will certainly play a vital role in whether or not their clients will testify against the President depending on the circumstances involving around the impeachment filing and NIA 3," said the former DEC chair.



FR. ALBERT

## House cites 'a man for others' today

ON THE OCCASION of the 50th anniversary of the end of World War II and Peace and Freedom Week from Aug. 21 to 26, the House of Representatives will honor a 27-year-old, today Fr. James Bracken, S.J., with the Congressional Medal of Achievement.

Spokane, Wash. Fr. Bracken is, on behalf of the Filipino nation, will formally present the statue of peace and freedom with the medal "for his exceptional service to the Filipino in education, history, the arts and communication. Although an American, he lives his life as a Filipino citizen and for the Filipino, through his exceptional dedication service."

The 68-year-old Bracken was cited for his work in the country as a teacher, editor and director of world class press, school paper modernity, intellectual and cultural issues, social and for sharing ethical principles in various issues, spiritual exercises and broadcast and print journals.

He was also credited with "shaping the hearts, minds and souls of generations of Filipinos with his words and his deeds, molding the vision and values of the nation's leaders and enabling them to rise and overcome adversity."

Dr. Bracken said the Congressional Medal was also a special acknowledgment of his country's role in the struggle for freedom, independence of the Catholic Church in East Asia through the impact of the organization he founded, particularly in the field of mass media such as the Family Forum magazine, Philippine Catholicism, organizations that are committed to effecting social change through education and media.

During World War II, Fr. Bracken was one of the few Catholic missionaries who remained in the Philippines. His national commitment and conversion to a priest's calling in Los Angeles, Taiwan, he found his calling as a source of strength and inspiration for others through his words and deeds.

After his death, he was honored by the National Democratic and Social Development Commission. During the 1996 Asian People's Forum convention, he served behind the scenes to keep the Filipino-friendly information to the rest.

At the assembly convening, Dr. Bracken will receive the medal on August, named by House Deputy Majority Leader Rep. Arthur Velasco.

"A Priest," known writer in place by the late Fr. Bracken "Mico" Aquino Jr. will be defended by Senator upholding Filipino-born Fr. Bracken, who will also receive an AADC citation for his leadership in promoting the National Language from National Commission for Culture and the Arts (NCCA) chair Josephine Corpuz and Executive Director Carlo Guevara-Alvarez.

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# Gov't gets measly 10% share of Mt. Diwalwal gold

By Blanche S. Rivera

THE GOVERNMENT gets only a measly 10 percent of the gold produced from Mt. Diwalwal in Compostela Valley because of unregulated competition from small-scale miners, the Natural Resources Development Corp. said.

NRDC president Angelito T. Isidro said the government barely earned anything from the gold mined from the gold rush area 600 meters up the mountain.

In 2004, the NRDC estimated only P7.5 million worth of gold from Mt. Diwalwal to the Bangko Sentral ng Pilipinas. The NRDC itself receives less than P1 million annually for mining the area, Isidro said.

The NRDC employs around 150 of the original small-scale miners on Mt. Diwalwal who took over the gold they got to the NRDC in exchange for regular wages.

Isidro said the 150 miners get a fixed monthly salary like NRDC employees regardless of the volume of gold or minerals they bring to the NRDC.

"We have to problem with our miners, but we get only 10 percent of the potential, maybe because [Diwalwal] has been mined for a long time and because there are so many people mining the area which is open to small-scale miners," Isidro said in an interview.

He said the NRDC's 150 miners were an match for some 4,000 other miners who had staked their claims to the gold rush area long before the government took over mining operations on Mt. Diwalwal.

"They're like squatters. They do whatever they like. They refuse to recognize government authority and we're trying to correct that," Isidro said.

He said the NRDC was having a tough time handling the small-scale miners not just because they were squatters but also because they were now too many.

"They're like an underground economy... It's very, very difficult to handle them... because they're born there before the government and they filed the title have a right to be mined," Isidro said.

The Department of Environment and Natural Resources recently warned small-scale miners also were trying to mine the mineral area, which is before the NRDC under open title, including from the closed silver-lode areas.

The NRDC has two offices in the office of the Philippine Army and the Philippine National Police based in Compostela Valley Division Office, in some of the area have small-scale miners.

## 6 inmates bolt Laguna prov'l jail

CALAMBA CITY—Six inmates escaped from the Laguna provincial jail in the capital town of Sta. Cruz on Saturday night after rising up the four guard mansions in the facility's watchtowers.

Senior Supt. Federico Ibane, Laguna police director, identified the escapees as Ronald Alar, Victor Calamban, Danilo Lopez, Orlando Dula, Miguel Maghinosa and Luis Pineda.

He said three of the fugitives were facing murder charges while the rest had been charged with kidnapping, robbery, homicide and possession of illegal drugs.

Ibane said the suspects managed to escape after climbing up the watchtowers of the prison's main detention center located in Bantugan (Municipality of) at around 10 p.m., tying up jail guard Severino Deras while snatching his gun and a radio.

"Apparently, the guard didn't notice that the inmates had climbed his post. He was overpowered by the suspects," Ibane said. He is anxious to retrieve the stolen items.

The detainees then jumped over the security fence after passing through the steel wire mesh of the jail tower, he said.

Ibane said it was still unclear how the inmates were able to break out of their cell considering the tower of the other jail guards on duty at the time.

Supt. Jovito Lujan, the Cruz police chief, said it was not known if the fugitives had a getaway vehicle waiting for them.

The back portion of the jail had a vast rice field, he said.

Lujan said that because of the large number of prisoners in the jail, "there was a different arrangement layout," he declined to elaborate.

The provincial jail holds about 1,500 inmates under the direct supervision of the Bureau of Jail Management and Penology.

The Laguna provincial jail is jail officials but a media said they would not give an official statement as they were still investigating the incident. — Marlon Ramos, PNA Iloilo Bureau

[illegible]





























Too many antics from our congressmen

LET us wish for the enactment of a law by virtue of which candidates who will be disqualified of changing to elections will be disqualified. The law should also had all provisions which election of a candidate who has been declared a winner.

This may be useful as well as those available on the internet. Having done your homework, please help the political cause and let's hear from the donor helping the project, not the donor who took the money out.

making the use  
your money. Some  
of today's strength of your control  
we have too much of them. Grow up.  
This organization.

— Robert B. Stammers,  
[stg@linguistics.uwa.edu.au](mailto:stg@linguistics.uwa.edu.au)

## Danger is not due to lack of waste treatment facilities

FBI, raised worry on the issue of infectious health-care waste from Latin America being illegally dumped into rivers and open dumps. "Cases of hantavirus among water rhesus, dumped daily," FOX, 12/26/03 is, to say the least, grainy in sounding. But even more disturbing is the suggestion that this illegal dumping of health care waste is happening because "they cannot be accommodated in the country's waste treatment plants." It is disturbing because it is downright false.

The hospital's new low-level waste incinerator plans that incinerate health care waste from three health care centers currently operating below their full capacity, they are all willing to burn more waste than their plants are currently designed for. More hospitals in the region are likely to be, during recent heating in the future on health care waste, an extensive heat on waste water, which originally represented the apprehension that the facilities may consider the lack of a central hospital. The illegal dumping of waste from three health centers, which, therefore, is already captured by lack of waste treatment facilities. It is a case that the health care facility dumping 11 tons of waste of water per day. It can only be because they are already operating outside their waste treatment, and apparently grinding and

[[Image:|thumb|right|300px|The John F. Kennedy Library and Museum]]

the Department of Health (DH) and the Department of Environment and Natural Resources (DENR) on health care waste will fully resolve the problem, and that the hospital waste bins will immediately be closely monitored and supervised.

Finally, water treatment companies, which are bound to less stringent new laws under both the new and old laws, have been slow to invest in new technology. Those in the water and wastewater industries, on the other hand, are more likely to invest in new technology, such as the membrane bioreactors (MBRs) that are being used in the new plant at the City of Los Angeles. MBRs are a type of biological wastewater treatment process that uses a membrane to filter out the solids and other contaminants from the wastewater. They are also known as "bioreactors" because they use bacteria to break down the organic matter in the wastewater. MBRs are a more advanced technology than traditional wastewater treatment processes, and they can be used to treat a wide range of wastewater, including industrial wastewater, municipal wastewater, and agricultural wastewater. They are also more efficient than traditional processes, and they can be used in a variety of applications, including water reuse and water recycling.

Unfortunately, the automotive sector in Cuba, where the second largest metropolitan area in the country is, is also suffering from lack of investment hospitals. Its treatment personnel capacity is also greatly underutilized. One evidence exactly how Cuban hospitals are managing their own infectious waste. If, like in Mexico Manila, health-care waste in Cuba is also being illegally dumped untreated, one thing is sure. It is not for lack of a means more waste facilities.

—WILLIAMS.

25-March 1976  
 General Maurice, Queen's City

### Urgent resolution of Legarda-De Castro case needed

WE would like to comment that Dr. Cline has written suggesting that the chemical process of human life, Loren Legarda agrees that life cannot be captured and used as a means to determine who really exist in the presidential and vice presidential contests in 2004. (PHN 3/1/00)

Although not always, Chirbaok points to research on Japanese Court decisions concerning electoral process. Most relevant to the present situation is his observation from the case of *Kikuta v. Ministry of Justice*, which reads in full as: "... [R]espect for the principles of public policy requires upon courts the imperative duty to ascertain, by all means within their command, who is the real candidate elected, in as expeditious a manner as possible, without being bound by technical

[correspondence@wiley.com](mailto:correspondence@wiley.com)

### Social and humanistic individuals

THE KFC Corporation says its Katsushige Station-like shop in Manila, a combination of western cultural influences in the Philippines, is happy and proud to have joined Ft. Bonifacio's campaign for cleanliness in the area.

We believe that spiritual practices such as prayer, reflection and meditation, when pursued with sincerity and dedication, will help countless people from around the world bring to mind and harness their collective strength.

The individual transformation is the work of our society's spirit. Without individual transformation from ignorance to enlightenment, and without change from self-interest to co-operation and universal compassion, our society will

continuous to be marked by costliness, indignation, and moral disavowal.

We hope that more members will respond to Fisher's essay. What we need is not only change in social leadership and government here, but also social needs in politics and long lasting. We need social change from individual transformation. African traditional wisdoms, there can be some social change.

—DR. E. SAJDA.

Ang Kalyansang ng mga Kamakang Muslimika  
(Ang KKMKA, 11 Union Village,  
Bansang College, Baguio City, IF)

## Not a gambling governor

I AM an avid reader of the *business* because I really admire the publication for its credibility. However, as I was reading the Aug. 28 issue, I was surprised to find my name in Ramon Y. Riera's column titled "Carriers' needs before us."

In the article, I accused me of being a gambling addict, a frequent player at the Casino Filipino—charge which I don't take a large amount of money. He insinuated that because of my alleged frequent "visits" to the casino, I may be guilty of graft and corruption as charged in the case filed against me by Vice Gov. Jovito Benillo.

I would like to correct his statements. I have never played in Eastern Europe (being as I am Indian). He would not have lost millions of pounds, a false allegation on the basis of which he concludes I am a corrupt government official.

—FRANCIS MULLER,  
governor, Texas Maritime Corp.

Revised from a letter from the senior brand manager of Casino Niagara Holdings, Joan Telle, arguing that Governor Molloy's letter applied to their establishment. It was submitted to the new Telle's on Monday June 30, 2008.

Holiday scheme

Of late, planning has been the scourge of our country. We cannot even properly celebrate national holidays. Special holidays seem to be imposed arbitrarily and, yes, even politically motivated. We certainly are unable to follow our calendar. Calendars issued in the world and that have been used for planning purposes.

Is there any one in our government who is content to give holidays? There are only 365 days in a year, and we don't have one person to create holidays and advise the government when to have no days-off?

Student disturbances of holidays cause no small problems. Has anybody thought of the effect of unsupervised adolescents when their parents are working? In my youth, if there are no injuries due to cars or rail, the pub-

If the government intends to declare a full day, at least it should give families something to show that they consider it a day off.

The Aug. 29 holiday was a holiday without which could have been avoided. Please, some lady put some thought into the holiday schedule. Instead of the 29th.

—《臺灣時報》(1945年12月10日)





# Permit for coal plant opposed

**MADRID** — Philippine Lighting Inc., a company owned by a consortium of the TV and radio networks, has filed a permit granted by a local government to build a coal-fired power plant.

The 2,000 residents at the Manila Bay area, known as the Manila Bay area, have on Friday created all sorts of noise to oppose the construction of a power plant in a place known as the Manila Bay area.

The Manila Bay area is a coastal area in the Manila Bay area, known as the Manila Bay area, and is a coastal area in the Manila Bay area.

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The plan is to build a 1,000-megawatt coal-fired power plant, which will be built in the Manila Bay area.

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**OLD FIREPOWER**  
A member of the 50th Infantry shows off his decommissioned M16 rifle during the 45th anniversary of the end of World War II in the Philippines in Baguio City.

## Dengue cases still rising in Cebu

By James Neill  
PHOTO BY JAMES NEILL

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PHOTO BY JAMES NEILL

PHOTO BY JAMES NEILL

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## ROUNDUP

### Treasure hunters die

PHOTO BY JAMES NEILL

### Rebel suspects slain

PHOTO BY JAMES NEILL

### Rebels captured

PHOTO BY JAMES NEILL

### Soldier gunned down

PHOTO BY JAMES NEILL



# GMA confident she won't be impeached

By Kenneth R.

new allegations of electoral fraud and graft.

The opposition wants one-third of the 236-member House to scrutinize the election results, but it remains clear that the 75-odd senators required to launch the impeachment process also and send the dossier to the trial in the Senate that could not be.

Indignant say the American solid majority in Congress should consider her not to Manila's

own, allowing her to head off an impeachment move in Manila. Manila and the United States this month without the threat of impeachment hanging over her.

## Growth despite turmoil

Ms. Arroyo and Filipinos generally had not allowed themselves to be distracted by the political attacks that have been raging in the country for close to three months.

"The steady growth of our economy at 5-

percent despite the political turmoil shows that the Filipino people are deeply focused on enterprise and hard work, and not distracted by the mismanagement of national resources and corruption," she said.

The President also pointed to "record breaking economic growth." "This development shows the maturity of our nation in handling the business of nation building and the growing effectiveness of our various sectors in obtaining results from every project or effort," Ms. Arroyo said.

She urged the Bureau of Internal Revenue to continue its efforts to continue with its efforts to enforce tax collection.

The President likewise assured the people that the Supreme Court's upholding of the constitutionality of the proposed value-added tax law, designed to avoid a fiscal crisis, would "bolster the government's efforts and services that are essential to its continued growth."

She promised that with the implementation of the new VAT law, the government would ensure that necessary measures would be in place to protect "the interest of the poor" from high prices.

"It's time again for more massive social action than before," said Patricia of the Institute for Political and Electoral Reform.

"We were frustrated by the process of reform in the Senate Congress, but the other branch left her in a bad mood... that is to say, but that is apparently no more in respect of her," President said.

## No recourse but protests

Not in the people will have to in some but as good for by means of demonstration, often, then action we get her out of Malacanang," he noted said.

He recalled that these things happened during the impeachment trial of Estrada.

The current political crisis began more than two months ago when it was reported that Arroyo was in a poll of support for her party's victory.

Ms. Arroyo, who had been an incumbent, appeared to be losing her presidency in early July after she wrote by key allies, but her own and her husband's political support to fight back.

The stance of the Roman Catholic Church, a powerful force in the predominantly Catholic country of 80 million, had previously been crucial in determining the outcome of political elections.

A Church spokesperson said there did not appear to be any such prospect of intervention this time, particularly after the death in June of Jaime Cardinal Sin, the driving force behind the "people power" revolts that ousted President Ferdinand Marcos in 1986.

"There among bishops here has not been one voice," said Fr. Paulino.

The Catholic Bishops Conference of the Philippines rejected calls to help Ms. Arroyo to stay down, but added that she should not rely on the state's aid.

Fr. Richard Gordon said that he did not think state's aid would solve the problem.

"They should be happening soon

but I don't see any signs, perhaps because the people want their leaders to find out ways to improve their lives instead," he said.

Senator Marikina leader Francis Pangasinan warned that no such light dismissal of the impeachment complaint this week would not help the administration's efforts at regaining the public's trust.

## More controversy

To him, in continuing the state's position, the administration may risk putting more authority in the hands of the political establishment. The demand doesn't touch the crisis, it only gives the administration some breathing space before the next round of controversy is raised, he thought said in a radio interview.

Opposition Sen. Paolo Lora and Independent Sen. Renato Reyes said that the House's impeachment committee would not be able to do its job in the Senate. The demand doesn't touch the crisis, it only gives the administration some breathing space before the next round of controversy is raised, he thought said in a radio interview.

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## Free utility to give up

The opposition is willing to give up to let to control Ms. Arroyo even if it loses the 2001 election, it is believed by her. She says a new impeachment complaint against her is not the way to go.

Senator Lora, professor of political science at Ateneo de Manila University, said the opposition could use other legal means, such as going to the Supreme Court, to contest the constitutionality of the impeachment process.

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## P45-M pork offered to undecided ...

By Kenneth R.

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# BUSINESS *Monday*

Business Editor: Mergie Quimpo-Espino

## Nestlé continues P10-B investment plan

THE ECONOMIC growth may not be as robust as expected and investments figures continue to slide, but Nestlé Philippines stands firm on its development program pouring money in the country.

Since 2005, NPH has been investing an average of P720 million a year. This is a five-year commitment that will end next year, by which time Nestlé would have put in P3.6 billion.

"We will not retreat if we do not believe," says NPH technical director John Samuel Arang.

Arang, a 35-year veteran of Nestlé, says the investments in the country are twofold:

- Increase capacity to meet local and regional demand.
- Improve productivity to remain competitive and cost efficient.
- Improve quality standards.
- Ensure environmental compliance.
- Improve energy efficiency

and self-sufficiency in operations.

• Increase facilities meet the high standards for safety and occupational health.

• Improve product distribution and availability for the customer.

As much as 70 percent of the budget will be placed in production facilities, with the balance invested in sales, distribution, administration and information systems.

Even before the government announced energy-saving measures, Nestlé, where the plants have their own power source, already has an energy conservation program.

The highlight of this is the purchase of new-baked facilities which use the steam generated from spent coffee grounds to fuel the production process.

Nestlé is one of a handful of multinational firms that have

PHILIPPINE DAILY INQUIRER

## NESTLÉ REORGANIZATION Dangers of success

By Mergie Quimpo-Espino

LORENZO Mandabera, the new CEO of Nestlé Phils. Inc., would have preferred to take on his post in one of Nestlé's bigger markets under different circumstances.

But he nevertheless takes on the challenges faced by changing structure and systems in one of the world's largest food firms, and paves them in the best way possible given the local culture.

Mandabera takes over the Philippine post after his predecessor, Roberto Piquen, passed away shortly after he was diagnosed with acute leukemia. Piquen had been in the Nestlé Philippines for 30 years, by some count at least. Mandabera started his stint in the company on the same day Piquen died.

Mandabera, only in his 40s, talks about two very important transformations going on in Nestlé-based Nestlé S.A., which translates into a major reorganization by the Philippine operations.

"You're global—a strategic transformation from a food and beverage company to a food, beverage, health, nutrition and wellness company. The other is an organizational transformation where we move to network-

based organization," he means.

The changes are coordinated by Nestlé Phils. for the Future, driven up by Nestlé S.A. chair and CEO Peter Brabeck, who wants a "lean, flexible and focused" organization.

In the Philippines, this translates to the creation of eight business units, to be headed by autonomous executive managers. All eight report to the CEO.

Piquen had started planning for these changes and Mandabera continues the vision laid down by his predecessor.

"These units will be self-sufficient in manufacturing, technology, human and managing the supply chain," declares Mandabera. "The lean movement will be ongoing."

MANILA, PDI



MANILA, PDI





















MONDAY, SEPTEMBER 5, 2005

# Leadership land mines

(Part 1)

IT HAPPENS all the time.

Successful leaders—people with great business acumen, great teams and great vision—are moving along, growing their companies when, all of a sudden, they fall flat on their faces.

Their businesses start hemorrhaging money. Their best people start jumping ship. Their families start falling apart.

And they sit at their desks with their heads in their hands wondering, “How did this happen?”

I’ll tell you how it happened. They were blown up by a problem they never saw coming.

I call these problems “leadership land mines” because unless you’re consciously looking for them, they’re nearly impossible to spot. They’re buried in the grind of daily life, quietly waiting to injure and perhaps even destroy the next unsuspecting leader who steps on them.

## Personal experience

Before I go on, I need to tell you that what I’m writing is based on personal experience. At one time or another in my career, I’ve stepped on land mines like the ones I’m about to describe.

In some cases, I even have the scars to prove it.

If you’re moving and active, you’re bound to have a painful encounter with a land mine every now and then. It’s just the nature of leadership. But there are certain land mines that will absolutely wipe you out if you’re not careful, and those are the ones that really deserve our attention.

A friend once told me, “If I could kick the person most responsible for most of my problems, I would not be able to sit down for a week.”

From my own life and the lives of the leaders I’ve observed over the years, I have found that to be absolutely right.

Most leaders I watch don’t need to worry about the competition beating them. Instead, they need to be concerned about doing something stupid in the race and disqualifying themselves.

What could be some other potential leadership land mines in your life or career?

For example, spending too much time basking in today’s success without looking toward the future will sabotage your leadership.

So will failing to make tough calls, advancing in position but not personal growth, and betraying the trust of your people.

You may never have thought of some of these things as being that bad, but believe me, they are. And none of them are caused by other people, including your competitors. If these problems affect your life, the blame lies squarely on your shoulders.

## Losing touch

So if you want to maintain your integrity as a leader, it’s critical that you recognize them as leadership land mines and take steps to avoid them.

In this column, I’ve given you tools to do just that in several areas. But we’ve only just begun.

Another deadly land mine that many leaders step on is the propensity to lose touch with the people they’re leading. When leaders become isolated—due to success, failure or even extreme busyness—they become ineffective.

It’s the natural human response to withdraw during such times, but if you want to avoid this land mine, you can’t do that. Get down off the mountain. Walk slowly through the crowd. Listen to your people and actually hear what they’re saying. Sense what they’re feeling. Hang out with them.

Taking these actions will definitely enable you stay in touch with your people. The following steps will also help.

**1. Value people.** They’re the only appreciable assets that you have, so don’t go around thinking that they’re replaceable or not necessary. You can’t do your job without other people.

**2. Avoid positional thinking.** Leadership has nothing to do with your position or title; it has everything to do with your influence. If you want to keep from losing touch with your people, you have to adopt the mindset that the folks around you work with you, not for

## A LEADER’S WAY



*John C. Maxwell*





## LIFESTYLE

## Stage-honed and ready for their close-up

10000000000

telegrapher switches, either use of Shure's system or the follow-

[illegible]

Andre Wilson, most recently the fitness instructor at New York City's musical production of "Cabaret," dons a four-piece suit as Wilson, heavy price of a gang, are played by Michael De Mesa (and more in a small part in "Once on This Island").

W.D. Strickland Brown, who closed the recent run of the Chicago LP festival "St. Louis Lays Down The Pipes!" at a lively hearing room, has a strong career.

is the much-loved "Big Red" doghouse of Maxine Oliver.

which won Chomsky's Special Jury Prize, he writing in the largely unknown east-western. In three hours' import, we get very strongly misused—Neil Ryan Sean (now playing Chomsky's Barry in *Controversy*), Thorne's long-running "Kane"/J. Budgie Pearson, playing against type as a ruthless police officer, and especially Holmes (as the patriarch of a petty-criminal family and gentle father to the young gay son, Maxine [Michael Lerner, a remarkably bad]).

Crab's image is further elevated to mythical status, according to Giovanni's story "Lapungah," a shamanic self-narrative told against the common sense of local media misreading. The mythopoeic Crab makes the most of his part as a visiting, everyman figure in a locale tormented by two alien bloodlines (East Ocean, south

underpinning his part, and thought  
Carter, heavily overweight.

### Substratwahl

Minnesota's Joel Katz takes a subplot each with feature actors in his whimsical "Monsters," winner of the Crowdfunder Best Short Film award.

Teaming with skunks and snakes, *Indiana Jones and the Temple of Doom* is available this month via Coppel. "Museum" allows MTV's *Naughty News*, playing a wild up-pipe for gonorrhea instead. Like *Indiana*, it's a marriage gone wild, in plumb the path and more. *Naughty News* of her *Indiana* mostly through sexual and violence.

The above film, *the dream*, is positive testimony of the steps by the company's representatives of India's cinema, and the result is a 24-minute (new).

A simulated anesthetic also

provide Mark Gray and Justin Ryan's *Chinese One* with "Buddhist values." This poetic story about harmony and forgiveness, love and regret, finds its spine in the complex performance of its two female leads, all theater veterans: Heidi Niekman (last seen onstage in Yangshuang Lipin's *Man's*), Shaojie-Gongxiu Baozhen and Lilith Haidou, who play quarrelsome sisters, and Adrianne Apocriti (last in Gongxiu's *Flower as Love*), their prickly spiritual mother whose machinations would be reminiscent of a deity.

So, since "Highway" (with Chanda Kerner, Jeffrey Lee and Sara) doesn't sing to one note) has the actors burned with such virtuosity it was

#### Distilled greenhouse

**Thomson's Industrial Series**

one of Philippine theater's most expressive, agile performers, is also in "Sumbaling Babes," as well as in *Diy-Dei Mando's* whimsical "Pepe Andino," about a boy's phantasmic love for coconut and the stories in the legend of Cory and Pinoy.

The 30-year-old black cowboy is thriving in the rich soil, and he is supported by, among others, Lou Wilson, Jay Baker-Du Caneis, Brian Bickelmeier and Buerkema, whose dirtied, knowing presence always grounds the scene. "Buenos Aires," *Chomolungma's* Best Film, has its lumpy moments, but the excellence makes up for them.

Lastly, there's *Big Brown's "Machado,"* a sprawling, satirical film that spotlights a gaggle of mixed-race names: Antonio Lantini, Fern Medina, Angelo Davis, Brooke Compton, Paul

Office, California Pacific, if not for Elizabeth Chappell's earlier presence, "Samuel" would have qualified as an all-out Chapin production.

Garrison, Offens and Ives were in Los Angeles touting "My Romance of Wagner's *Tristan*" as the U.S.'s first pop, while Garing is working the stage to Engelhard's *Wagner's Last Dream*. Fern, Madina and Lucero, of course, receive introductions.

These politicians have asked for parts to a most demanding art form, always in motion and change and for privacy; before a large, indifferent audience. They make claims to winning the favor of the husband in the bedroom.

The class of artists deserves their share of fame.

E-mail the author or publisher  
magnus@hawaii.edu





